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411 Dyer Road / 1 University Circle
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Dean's Corner

Welcome



We are pleased to announce that the Office of Secretary of Defense (OSD) activated the **Global Center for Security Cooperation (GCSC)** on 1 October. The Global Center is a vehicle designed to enhance mission support of the Regional Centers for Strategic Studies (RCSS). As a subordinate organization of the Defense

Security Cooperation Agency (DSCA), the Global Center resides at the Naval Postgraduate School and is responsive to the policy guidance of OSD-Policy.

The GCSC mission is to develop and manage a single coherent requirements-based system to coordinate, integrate, and deconflict international providers' activities and programs. It will serve as a clearinghouse for international education providers through the efforts of three full-time personnel: Mr. Tom Ellzey, Deputy Director, Mr. Warren Hoy, Operations Officer, and Ms. Chamnan Lim, Knowledge Manager. LTG(R) Robert Ord, Dean of SIGS, is dual-hatted as the Director of the GCSC.

A few of the products already available, and accessed through a secure website, are a consolidated events calendar of all international education conducted by the Regional Centers and GCSC consortium members as well as guidance documents that reference international education and training. In the near future, a database of subject matter experts will become available.

Civilian Corporation Benefits from Defense Analytical Decision-Making Course

A Navy Reserve Officer who participated in a recent Defense Resources Management Institute (DRMI) program realized the instruction he received could benefit the technical staff and managers of Phantom Works, the advanced research and development unit at his full-time employer The Boeing Company. Quantitative techniques for assessing alternative designs, policies and strategies in terms of their costs, effectiveness and risk would certainly help Boeing. With this in mind, he initiated discussions between DRMI faculty and Boeing representatives which resulted in a four-day workshop, entitled "Advanced Analytical Decision Making", conducted at Boeing in Seattle, WA, from 17-20 September. DRMI faculty adapted the course for Boeing by placing special emphasis on using a unified framework within which the decision maker could explore trade-offs between cost, effectiveness and risk. This approach ensures that any solution always will align with organizational goals and objectives. The workshop employed a single integrating exercise that challenged the participants to develop a workable formulation of the decision problem, execute quantitative analysis and indulge in meaningful interpretation of the products of this analysis to arrive at a choice. The exercise stressed the development of a quantitative definition of risk that could be integrated with the cost and effectiveness models.



Full-time Student Enrollment in Department of National Security Affairs Increases by over 25%

A warm welcome is extended to the 118 officers who enrolled in the Department of National Security Affairs (NSA) last month. These new students bring the total student body in NSA to 466, a 27% increase over last quarter and the largest number of students on board to date.



The increase is attributed to the Services fulfilling DoD Directive 1315.7 which requires Services to develop commissioned FAO management programs to meet the needs of their Department and the other DoD Components.

Specifically, the Air Force (AF) has developed the International Affairs Specialist Program (IAS) which gives the Air Force the required capability and depth in foreign area expertise and language skills to successfully sustain coalitions, pursue regional stability, and contribute to multi-national operations. Within IAS there are two distinct paths, the regional affairs strategist (RAS), formerly titled the FAO, and the politico-military affairs strategist (PAS). Most AF officers will be PAS officers, a single career broadening opportunity, and will gain international politic-military affairs experience. RAS officers will be engaged in a developmental opportunity with multiple IAS assignments designed to create a true regional expert possessing professional language skills.

Of the current students on board, there are almost 100 IAS-designated Air Force officers enrolled which comprises 20% of the NSA student body and 80% of the total FAO officers enrolled in NSA.

NPS Interservice Foreign Area Officers Organization Holds First Annual Conference



To build on the momentum generated by the renewed importance of FAOs to national security and to connect the academic FAO environment with the functional demands of FAOs in the field, the NPS Interservice Foreign Area Officer Organization held its first annual conference from 19-21 July entitled "The Role of the FAO in the 21st Century and the Military Applications of Language and Culture". The conference brought together FAO leaders, program managers and academic professionals in a forum to discuss both programmatic and regional issues of interest to the FAO. Specific topics addressed were the needs of primary and collateral FAO users, cross-cultural competencies vital for the FAO, and how to work with inter-government and non-government organizations. The keynote speaker was Mr. Peter Rodman, Brookings Institution Senior Fellow, Foreign Policy Studies, and former Assistant Secretary of Defense for International Security Affairs.

The NPS Interservice Foreign Area Officers Organization is a professional organization comprised of FAO students, NSA faculty and Defense Language Institute (DLI) liaisons and is designed to provide an avenue for new and seasoned FAOs to better accomplish their mission.

CCMR Provides Education and Training Support for Khaan Quest 2007

NSA Students Receive Unique Opportunity to Participate



Participants consult with each other on civil-military relations.

In August, the Center for Civil-Military Relations (CCMR) provided peace support operations (PSO) education and training support to U.S. Pacific Command's (USPACOM) Capstone Exercise Khaan Quest in Mongolia, a key component of the G-8 Global Peace Operations Initiative (GPOI). The exercise combined peace operations CPX (command post military exercise) and tactical-level

FTX (field training military exercise) involving more than 1,000 participants from 22 countries with a goal of improving the mission effectiveness, interoperability and unity of effort in combined peacekeeping operations. The exercise scenario involved the planning and implementation efforts of a notional United Nations Mission with a mandate to implement a peace accord among three countries while simultaneously responding to the humanitarian requirements of refugees. CCMR faculty provided pre-exercise PSO education to participants and played key roles in the execution of both phases of the exercise.

Three NSA students, all regional affairs specialists, participated in the event—one as a Logistics officer on the headquarters staff, another as a Civil Affairs Officer on the headquarters staff, and the third as the after action review officer. Khaan Quest offered the students a rare educational opportunity to engage and observe security cooperation on a global level that complemented their course of study.

Center for Civil-Military Relations Conducts First Seminar in The Gambia



From 13-17 August, the Center for Civil-Military Relations (CCMR) conducted its first Civil-Military Relations seminar in The Gambia. Sixty-two participants comprised of representatives from the government, members

of the National Assembly, senior and junior officers of the Gambian security services, heads of non-governmental organizations, newspaper editors, and politicians took part in this seminar endorsed by the U.S. Embassy in Banjul and The Gambia government. It was the first time that civilian and military representatives sat side-by-side in The Gambia to have open discussions in aspects of civil-military relations such as improving relations between security forces and the public, improving the human rights situation, increasing contact between The Gambian Armed Forces and the legislature, and addressing HIV/AIDS. Participants stated that the program paved the way for more cordial and productive relations between the security forces, the civilian population and civil society groups attending the seminar.

IDARM Offers Course in International Defense Acquisition Negotiations

From 9-12 July, the International Defense Acquisition Resource Management (IDARM) Program conducted an International Defense Acquisition Negotiations Workshop at the George C. Marshall European Center for Security Studies in Garmisch, Germany. This course introduced participants to the complex set of considerations related to international negotiations. The course placed particular emphasis on planning and preparing for negotiations in an international environment as well as the appropriate use of negotiating styles and culminated with preparing a negotiation plan.

CHDS Conducts Homeland Security Program for FEMA in Seattle



In September CHDS conducted a Homeland Security Seminar for FEMA Region 10 (Alaska, Idaho, Ore., Wash.) in Seattle. The MET seminar identified the policy, strategy and organizational design challenges facing the region's homeland security efforts, provided an opportunity for the seminar participants to discuss and debate potential solutions, and facilitated discussion of specific goals identified by the region's homeland security leadership.

Over 30 federal and state emergency managers from across the Pacific Northwest attended the all-day event. Participants included senior federal and state law enforcement and health officials, FEMA division directors, key staff, Federal Coordinating Officer cadre as well as state Adjutant General, Homeland Security Advisors and emergency management directors. "It's almost a cliché in emergency management circles that it's too late to exchange business cards once catastrophe has already struck," said Susan Reinertson, FEMA Regional Administrator and NPS homeland security master's degree alumnus. "Seminars like this are crucial in forging and reinforcing the mutual respect and trust that is so essential when lives are at stake."

The Center has conducted more than 85 seminars for over 2,500 senior local, state and federal officials. Each seminar is customized to address the specific homeland security needs of the states and jurisdictions.

Romanian Air Force General Praises Defense-Decision Program

Romanian Air Force General Aurel Stanciu, who participated in a Defense-Decision Making Course conducted by the Center for Civil-Military Relations (CCMR) in Monterey during June, was interviewed for the August 29th issue of the Romanian "Military Observer" periodical ("Observatorul Militar") about the relevance of this program in the education and training of foreign officers. General Stanciu praised the variety of topics included in the seminar, from military professionalism and national security strategy to the new security landscape and strategies of combating terrorism, as well as the linking of theoretical approaches through simulation exercises. He emphasized the importance of being in a multinational/international educational environment which gathered together officers and civilians from diverse cultures and different stages of reform and democratization and how this program assisted in laying a foundation for future cooperation and collaboration.



Romanian AF General Aurel Stanciu

CSRS Conducts Seminar to Build Greater Cross-Cultural Understanding

The Center for Stabilization and Reconstruction Studies (CSRS) conducted a three-day workshop consisting of a hands-on learning experience for practitioners in stabilization and reconstruction operations with an emphasis on working cross-culturally in fields such as peacekeeping, security sector reform, humanitarian assistance and sustainable development. Participants learned about deep-rooted cultural influences which shape and reshape ways of thinking and behavior, learned how to make sense of cultural differences that they experience in the contexts of their professional activities and explored diverse approaches to transform cultural differences into opportunities for constructive relationship-building, especially between communities divided by violent conflict.